



COMMONWEALTH of VIRGINIA
Office of the Governor

Daniel G. LeBlanc
Senior Advisor for Workforce

January 30, 2009

MEMORANDUM

TO: Comprehensive One Stop Center Partners and Interested Parties
FROM: Daniel LeBlanc, Senior Advisor to the Governor for Workforce *DL/Lk for*
SUBJECT: Technology Planning Guide for Local Workforce System Partners

Attached is a Planning Guide to assist in planning for technology infrastructure support in comprehensive one stop centers. Please contact Marietta Salyer at Marietta.Salyer@governor.virginia.gov or (804) 692-2547 if you have any questions.

COMMONWEALTH OF VIRGINIA
SENIOR ADVISOR TO THE GOVERNOR FOR
WORKFORCE

TECHNOLOGY INFRASTRUCTURE SUPPORT IN
COMPREHENSIVE ONE STOP CENTERS

A TECHNOLOGY PLANNING GUIDE FOR
LOCAL WORKFORCE SYSTEM PARTNERS

JANUARY 30, 2009

TABLE OF CONTENTS

INTRODUCTION.....	3
PLANNING ASSUMPTIONS.....	3
INITIAL PLANNING ELEMENTS.....	6
LOGISTICAL DETAILS.....	8
APPENDIX A (Billing Model).....	10
APPENDIX B (VITA Contacts).....	11
APPENDIX C (VITA's Role and Questions and Answers about VITA).....	12

INTRODUCTION

The federal Workforce Investment Act (WIA), enacted in August 1998, established the comprehensive one stop service delivery system. The one stop system is the cornerstone of the WIA and it is locally-driven and developed by a partnership between local government and business-led Workforce Investment Boards (WIBs). The system must include at least one comprehensive physical center in each workforce investment area that provides workforce services carried out by one stop center partners. A partner is any state, local, private or nonprofit agency physically locating in the one stop center, or otherwise coordinating service delivery, as part of the integrated service delivery model. The business model and goals for comprehensive one stop centers in the Commonwealth are to provide seamless integrated workforce services for job seekers, workers and employers.

A critical element to the success of these comprehensive physical one stop centers is the planning and logistics surrounding information technology. The purpose of this document is to provide guidance to Chief Local Elected Officials, the WIBs and the mandatory and optional comprehensive one stop center partners in planning for technology infrastructure support needs in current and future centers. For the remainder of this document, the term "one stop center" shall mean comprehensive one stop center.

Best and promising practices are still being developed for integrated workforce service delivery and this document is expected to change as a network of citizen services is developed and expanded. It is anticipated that there will be revisions, as well as technology options for one stop centers.

PLANNING ASSUMPTIONS

Some assumptions need to be clearly stated to enhance the planning process. Those assumptions are:

1. There are a myriad of state, local, non-profit, and for-profit partner entities that locate in the one stop centers to provide quality workforce services in an integrated, seamless service delivery environment. This is the business goal.
2. Technology support for executive branch state agencies of the Commonwealth of Virginia is provided through the Virginia Information Technology Agency (VITA)/Northrop-Grumman (NG). However, while some mandatory partner program funds flow through state agencies, the services for these programs are not administered by state agencies. Therefore, it is important to know which of mandated partner programs are not required to use VITA support in the technology planning phase. Below is a list of the mandated partner programs and the administrative entities that are required and not required to use VITA. (Appendix C contains a

detailed “Question and Answer” section about VITA.)

Required

- a. Job Service, Unemployment Insurance (UI), Veterans & Trade Act - Virginia Employment Commission (VEC);
- b. Rehabilitative Services - Department of Rehabilitative Services (DRS) and Department for Blind and Vision Impaired (DBVI);
- c. Other executive branch state agency-delivered partner services in the one stop center;

Not Required

- a. Postsecondary Career & Technical Education (Virginia Community College System [VCCS]);
 - b. Title I of the WIA (administered by local WIBs through various arrangements);
 - c. Adult Education & Literacy - Department of Education (DOE) - administered by Local School Boards or their contractors;
 - d. Title V of the Older Americans Act - Virginia Department for the Aging (VDA) – administered by local contractors;
 - e. Community Service Block Grant - Department of Social Services (DSS) – administered by local Community Action Agencies.
 - f. Local Housing Authorities and national federal mandatory programs must provide access to their programs through the one stop centers, as must the Temporary Assistance for Needy Families/Virginia Initiative for Employment Not Welfare (TANF/VIEW) and Food Stamp Employment & Training (FSET) programs, whose funds flow through DSS, but whose services are provided through local Social Service Departments.
- 3. Technology is available to support business processes and business goals. Business leads. Technology supports.
 - 4. The WIA provides for the local government(s) and the business-led regional WIBs to provide leadership and policy direction in establishing the one stop center system. The WIA allows unprecedented flexibility to local governments in determining the business goals and business processes. The role of the Governor is to provide the strategic vision and leadership for the state. The localities and WIBs have broad latitude in implementing the state’s strategic vision.
 - 5. The underlying goal set by the partners and the Governor’s Senior Advisor for Workforce is to develop fully integrated one stop centers with shared resources.

6. Partners at the one stop centers will find it advantageous to share information technology (IT) infrastructure and the costs associated with support for all partners at the one stop center. For example, partners must consider sharing the cost of resource room PCs for citizen's use, audio/video conferencing equipment, printer/fax/scan/copy devices, internet connections, network equipment, and/or other technology devices. Sharing can provide cost savings to the partners and improvements in service quality and productivity.
7. In the event that entities, which are not required to use VITA, select another IT provider for network services, the selected IT provider will also work with that entity or entities in planning wiring, port and other network connection planning associated with the building layout in cooperation with VITA.
8. All non-state and non-mandatory partners located in any one stop center can also opt to utilize break/fix services other than VITA (break/fix is a term that generally means work involved in supporting a technology when it fails in the normal course of its function and needs intervention by a support organization to be restored to working order. No action takes place unless the user contacts the service provider and reports a service outage. However, the goal of managed services is to take a proactive service approach utilizing preemptive measures to avoid service outages, and thereby minimize the need for break/fix). The core network infrastructure (i.e., routers, switches, data lines, network, one stop center telephone systems, etc.) for such entities may be provided by VITA and supported by VITA, or other entities selected by non-mandatory entities for their use. Local and private partners may also select other service providers for PCs, printers, facsimile machines, etc., or may opt to have the support provided by VITA.
9. All IT equipment that is connected to the VITA network must be supported by VITA's partner, NG. Any equipment that is installed and is owned by NG must be supported by NG staff.
10. VITA and other technology vendors selected locally will gather the technology requirements of all entities to be located in the centers for the infrastructure. The infrastructure plan must also account for instances where other IT providers may be involved with infrastructure. No work will begin until the state agency top management, local and non-profit participating partners, the local government and the local WIB Director understand and approve the plan and cost proposal for VITA and other IT providers as applicable.
11. One integrated telephone system will be installed in each one stop center, with a call manager programmed to meet partner needs and jointly agreed upon by the partners. A call manager is a platform that is set up to provide for the needs of each Center (such as how calls will be processed, if there is a central receptionist, etc). VITA recommends and can implement Voice Over Internet Protocol (VoIP) at sites where services are available as locally desired.

12. All infrastructure configurations must meet state security standards. Wireless network access (i.e., Wi-Fi access) must be secured. VITA has a remote access/internet solution to present for WiFi, and that solution can be discussed at any planning committee meeting for local consideration.
13. At any time, a non-state partner can opt to arrange for VITA staff to support their staff at any one stop center utilizing a Memorandum of Agreement (MOA) with VITA to provide such services.
14. There must be one billing process for each one stop center. Any shared resources must be agreed upon in advance by all participating partner agencies. Shared infrastructure services include technology services that will be shared by all one stop partners including telephone system, network, network attached devices, telecommunications circuits and shared center equipment for use by citizens and/or for use by partners in common areas. The costs of such shared resources will be allocated to each partner according to agreement reached among the one stop partners. For billing purposes VITA and other IT providers will bill the one stop center operator or locally-designated entity (i.e. fiscal agent, local government, planning district commission etc.) based on the cost allocation plan.

INITIAL PLANNING ELEMENTS

It is very important to engage technology provider(s) very early in the planning stages. Locations and business processes to be used must be understood completely by the IT providers, so that appropriate technology can be installed to support one stop center business. It is recommended that as soon as the initial decision is made on who the partner agencies are for each center, the WIB Director and Chief Local Elected Official (CLEO) representative should convene a technology planning group and engage VITA and other selected or possible technology vendor(s).

VITA has formed a one stop center team that is available to all one stop centers. The team assigned to the one stop center effort includes staff to assist the one stop center in all phases of the project including requirements gathering, solution development, statement of work, cost estimate, implementation, service delivery, and billing. That team is:

- Customer Account Manager
- Agency Performance Manager
- Capture Manager, Business Requirements
- Capture Manager, Business Requirements
- Project Manager, Deployment
- Network Manager
- Enterprise Architect

The team member names are listed in Appendix B. In the planning phase and throughout the project, the VITA one stop center team will also consult with the regional service manager who

will be responsible for coordinating the transition after implementation, on-going local support and for oversight of service delivery to the one stop center partners and their staff to ensure a smooth transition. (The contact information for the senior managers with regional responsibility for service delivery based on one stop center location is in Appendix B.)

Beginning Phase

Attention to key details at the onset of planning is crucial. This beginning phase requires an open idea exchange communicating items such as:

- What is the contact information for the Workforce Investment Board (WIB) director, one stop center operator, site engineer and key committee members (communications and technology, layout, finance, etc.) and all partners to be located in the one stop center? Where state agency central office staff must approve IT plans, central office contact information is required.
- What technology services do one stop center partners have in place today at their present location(s)?
- What IT equipment is being brought to the one stop center from outside by partners?
- Will any new IT equipment be purchased for the one stop center?
- How many people will be in the building working as one stop center staff and what IT systems do they need to access from other locations?
- What information was provided in Office Space Questionnaires (OSQs)?
- What is the target opening date for the comprehensive one stop center?
- What is the one stop center physical address and phone number?
- Is there a copy of the final one stop center space plan available? If not, when can it be ready for use?
- What are the office space seating arrangements and assignments?
- What are the IT needs in the areas of networked and stand alone printers, faxes, copy machines, training computers, etc.?
- What are the needs for personal computers vs. laptops?
- What are the needs for non-standard (17-inch) flat panel monitors?
- How do you want the telephone system to work (i.e., will there be a receptionist who forwards calls, do you need after hours voicemail, etc)? As required by the State Workforce MOU and the One Stop Business Model, the telephone system in all one stop centers will be set up by function.

- What are the telephone system requirements including:
 - List of telephone system subscribers at center and roles
 - Call routing
 - Voice mail
 - Auto attendant during and after business hours
 - Telephone feature set
 - Main number for public
 - Direct numbers – staff directory listing
- Are there any special technology equipment needs for staff?
- Do you need wireless network access in the building?
- Are there special technology needs for people with disabilities?
- What are the current IT budgets of partners at present locations and for the one stop center?

LOGISTICAL DETAILS

Once the initial inquiries have been covered, it is time for the WIB Director, the CLEO, and local partners to actively follow and commit to an engaged process of preparing for IT needs in the new center.

1. At least 120-150 days before opening, or as soon as the floor plan and partners are known, the Chair of the one stop center Technology Planning Committee should contact Ken Golaszewski or Hal Hughey at VITA. Contact information is in Appendix B. The purpose is to schedule a meeting to discuss the technology requirements for the one stop center. This meeting must include the WIB Director, the CLEO, the program partners to be located in the one stop center and the Technology Planning Team. Other technology vendors may also be invited to this meeting. At this first meeting VITA will explain the process for determining the technology requirements for the one stop center to ensure that the business needs of the one stop center are met. This is a crucial stage in the technology planning and all principal parties must attend this meeting.
2. Subsequent meetings are held, usually with the Technology Planning Team for the one stop center, as identified locally to work out the details of the requirements.
3. A final list of technology requirements is completed and provided to VITA and other IT vendors if desired.
4. Vendors issue a Statement of Work (S-O-W) which provides the solution to meet the technology needs of the one stop center. The S-O-W contains costs (together this is referred to as an “Authorization to Proceed” or “ATP”) and those are reviewed with the appropriate parties for signature. At this point, the WIB and the partners must decide who will provide

the technology support for the one stop center, i.e., whether it will be one vendor (VITA) or more than one IT vendor.

5. The ATP must be completely authorized by all partners (for some partner agencies, this may require another level of review). This must occur before any work begins that is described in the SOW. The ATP will contain a deadline for signatures. **The signing of the ATP is a very critical action item to meet the one stop center deadline for move in and opening.** State Agency officials designated by the Agency Head will sign off on the ATP (the signature must be someone who can obligate the agency's funds).
6. It is important to note that once the SOW/ATP is signed, any changes in the requirement can result in what's called a Change Order, and that usually involves increased costs, which are again signed off by the appropriate officials.

NOTE: If any questions occur at any time, call Hal or Ken (see Appendix B) or contact Marietta Salyer, Statewide One Stop System Director, at (804) 692-2547 or Marietta.Salyer@governor.virginia.gov.

Appendix A

Billing Model for Shared Infrastructure Services in the One Stop Centers (While this is a VITA model, this model would be modified for use by other IT vendors)

Shared Infrastructure Services Definition

Shared infrastructure services include technology services that will be shared by all one stop center partners including telephone system, network, network attached devices, telecommunications circuits, and shared center equipment for use by citizens and/or for use by partners in the common areas.

Guiding Principles

- A representative selected by the one stop center management team, hereinafter referred to as Spokesperson, will be the single voice in all matters of shared technology services for the one stop center (what is required, what will be considered shared infrastructure, and what each and every partner has agreed to pay of the shared infrastructure costs)
- A billing account will be set up for the one stop center as a unit for shared technology services and the Spokesperson will be the point of contact for that account
- The Spokesperson will receive a monthly bill and be responsible for payment of all partners' shares of shared infrastructure services costs who do not have a direct service relationship with VITA at the one stop center.

Responsibility of VITA

- To bill and collect shared infrastructure service costs at the one stop center from all partners at the one stop center who have a direct service relationship with VITA for agreed portion of shared infrastructure services costs.
- To bill the one stop center as a single unit for shared infrastructure services costs owed by partners who have no direct service relationship with VITA at the center.
- To update billing records upon request of the Spokesperson when there are any material changes to shared infrastructure service costs at the one stop center. Otherwise, VITA will make quarterly adjustments for under or overpayments.
- To update bills to reflect changes to what is included in shared infrastructure services for the one stop center allocation, or changes in non-state partners, upon receipt of notification from Spokesperson.
- To get signed agreements from agencies with direct service relationships at the one stop center.

Responsibility of One Stop Centers

- To pay charges for individual partners whose only services at the one stop center with VITA are shared infrastructure services
- To collect charges from individual partners whose only services at the center through VITA are shared infrastructure services
- To designate the Spokesperson who will represent the interests of out-of-scope entities located at the one stop center in matters of technology and support for the one stop center.
- To maintain one stop center partner allocations formula and notify VITA when there is a change to shared infrastructure cost allocations, including one stop center partners who are direct billed by VITA.
- To get signed agreements from partners whose only services at the one stop center are shared infrastructure.

APPENDIX B
VITA ONE STOP CENTER TEAM

- Hal Hughey – Customer Account Manager
 - 804-371-5785 or hal.hughey@vita.virginia.gov .
 - Ken Golaszewski – Agency Performance Manager
 - 804-416-6056 or ken.golaszewski@vita.virginia.gov
 - Jason Cole – Capture Manager, Business Requirements
 - Sean D’Souza – Capture Manager, Business Requirements
 - Bob Markie – Project Manager, Deployment
 - Dwight Janzen – Network Manager
 - John Caldwell – Enterprise Architect
-
- **Western Region- Merritt Reagan, Regional Director, NG, merritt.reagan@ng.com**
 - **Eastern Region- Shaunda Triggs, Regional Director, NG, Shaunda.triggs@ng.com**

APPENDIX C

VITA's Role in the One Stop System and Common Questions and Answers

VITA's Role

The role of VITA as indicated in the State Workforce Memorandum of Understanding (MOU) for the one stop centers is to provide information technology services as mutually agreed. VITA will provide a statement of work and cost estimate so that local entities may make informed decisions on which route to select in terms of the full range of technology services.

VITA will work closely with the Department of General Services (DGS) to understand final floor plans for office locations, networked computer placement and networked peripheral equipment (i.e., copiers, printers, scanners, and FAX machines) so that ports and other technology needs are met for the customers.

VITA and other IT vendors can provide forms and guidance to help the one stop center get started in gathering information and input from partners for the one stop center's technology plan. The planners should request these forms early in the process.

VITA will be installing and supporting the infrastructure for the mandatory VITA state executive branch agencies of the one stop center. This number will vary depending on how many mandatory VITA state executive branch agencies are in the one stop center. Such infrastructure includes network switches, routers (supporting data and voice or telephone services), networked desktop, laptop, printers, fax machines and scanners, etc.

VITA can work with all partners and design the infrastructure based on partner needs. State agencies and others that agree to utilize VITA services pay VITA a designated rate for those services, since they are customers of VITA.

VITA service and cost information will be made available to the local partners in the one stop center so that they can compare VITA services and costs to those of other service providers. Local one stop center partners can evaluate the infrastructure and service support provided by VITA at the one stop center and at their option elect to share infrastructure and allocate the costs among the partners according to an agreement among the local partners at the one stop center.

If a local, nonprofit, non-mandatory agency, etc., located as a partner in the one stop center would like to set up support services with VITA, VITA can establish them as a customer. Contact with those VITA individuals listed in Appendix B will begin that process.

Each VITA-participating one stop center partner will be presented with a detailed list of their estimated shared costs related to the IT infrastructure. They will be asked to agree to pay these costs. Implementation of the IT infrastructure plan cannot proceed until participating partners have agreed, in writing, to pay for their portion of the IT infrastructure related costs. See Appendix A for the "Billing Model for Shared Infrastructure Services for One Stop Centers"

PLEASE NOTE: VITA is a full-service provider offering complete range of IT infrastructure services to government organizations. Those include:

- PCs
- Desktop support
- Messaging
- Help desk
- Hosting
- Internet
- File sharing
- Backup and recovery
- Data/voice circuits
- Voice telecommunications
- Data services
- Networking
- Peripheral devices on network
- Teleconferencing
- Video conferencing
- Video phones

For more information about VITA services, please visit <http://www.vita.virginia.gov/services/>. Before getting started, here are a few frequently asked questions/answers about VITA.

FREQUENTLY ASKED QUESTIONS (FAQ) ABOUT VITA

I. Background Information about Virginia Information Technologies Agency (VITA) and the Information Technology Infrastructure Partnership (ITP)

A. What is the Virginia Information Technologies Agency (VITA)?

The Virginia Information Technologies Agency (VITA) is the consolidated information technology organization for state executive branch agencies in the Commonwealth of Virginia.

B. What is the IT Infrastructure Partnership?

The IT Infrastructure Partnership (ITP) is a 10-year, \$2 billion public-private partnership agreement between the Commonwealth of Virginia and Northrop Grumman to modernize the state's IT infrastructure. Northrop Grumman is responsible for the day-to-day delivery of state-of-the-art infrastructure technologies that will enable government to provide services for the benefit of citizens across the state. VITA has the responsibility for the ITP.

C. What exactly is IT infrastructure?

IT infrastructure consists of servers, networks, personal computers such as desktops, laptops and tablets, messaging, help desk, voice/video, security, data center, and data backup and disaster recovery services.

D. What is NOT considered part of IT infrastructure?

Business applications

Business applications specific to an agency, such as licensing, taxes, finance, accounting, case management, human resources, data management, customer management applications, etc., are owned by the agency and are not considered part of IT infrastructure.

There are exceptions, such as operating systems, office/productivity software, anti-virus, messaging and infrastructure management tools. These **are** considered part of IT infrastructure.

Cabling and network wiring

On-site cabling and network wiring are considered physical structures that are part of the building or office facility and are not provided or supported by VITA.

II. VITA Technology Support for One Stop Centers

A. What is VITA's responsibility in the one stop centers?

1. VITA will participate as a technology partner at the one stop centers. Under the Comprehensive Infrastructure Agreement (CIA) between the Commonwealth and NG, the IT Infrastructure Partnership (VITA and NG) provide IT infrastructure services to all VITA state executive branch agencies. The IT Infrastructure Partnership is obligated to design, install and support IT infrastructure for any mandatory state executive branch agency participating in the one stop centers. The Virginia Employment Commission (VEC) and the Department of Rehabilitative Services (DRS), which are state executive branch agencies and mandated one stop center partners, will be supported by VITA and the IT Infrastructure Partnership at the one stop centers. All data and voice telecommunications services purchased by state government mandatory partners at the one stop centers must be acquired from carriers under contract with the state through VITA unless a special exemption is granted.

2. Any agency, locality or government partner other than state executive branch agencies located in the one stop center may take advantage of services available through VITA and may purchase IT services from VITA without first having to go out for competitive bid.

3. A dedicated team of IT professionals has been named from the IT Infrastructure Partnership to support the one stop centers. This team will be responsible for responding to requests for technology services from any one stop center partner, including state agencies, localities, non-profits and other one stop center partners. The team will be responsible for gathering business requirements for the one stop centers and the custom development of solutions to meet those requirements. When a one stop center partner engages VITA, the team will provide a detailed statement of work containing description of the solution and cost estimate.

B. What are VITA service costs?

VITA charges a single monthly service rate by device for managed services and rates are subject to the approval of the Joint Legislative Audit and Review Commission (JLARC). JLARC is a legislative agency who sets VITA rates by the Code of Virginia. The rates indicated were approved by JLARC on December 10, 2007 (see: <http://jlarc.state.va.us/meet07.htm> "VITA Request").

Many of the published VITA IT infrastructure service rates are for services bundled for the state executive branch agencies. For example, the desktop service rate includes: the cost of equipment purchase, installation, maintenance and surplus; software licensing, license renewal, patches and upgrades; direct labor; and indirect expenses such as security, help desk and administration. Desktop software includes Microsoft Operating System, Office Pro Plus (Word, Excel, Access, PowerPoint, Publisher, InfoPath), Adobe Reader, McAfee, and Winzip.

Your VITA representative can assist you with questions about pricing for individual services normally sold in bundle with other services.

Here are the “rates” per personal computer and laptop from VITA and what the rate includes:

Standard Desktop \$86.90 per month + \$28 networked device

Standard Laptop \$121.99 per month + \$28 networked device rate

QUESTION: What does that rate include? **ANSWER:**

The cost of replacement of the PC is included in the rate. Depending on the type of PC, this should occur every 4-5 years. Therefore, the customer does not have to budget a one time cost to account for when the PC is replaced. The cost is already included.

The service rates listed above include equipment installation, equipment maintenance, equipment surplus, standard image software licensing, software license renewal, software patches and upgrade for the standard operating system, standard office suite, e-mail, anti-virus and Spam filtering software products, direct labor and indirect expenses such as security, help desk, network connectivity, and administration. VITA will install all appropriate access to applications as needed.

Desktop or laptop printers are to be purchased by the customer and will be serviced by warranties purchased. All ink cartridges and break/fix services for those printers will be the responsibility of the customer. The networked device rate includes the support of the network. This includes the cost, maintenance, and support of routers, switches, and the data circuit. Northrop Grumman will own the equipment they support.

C. How do VITA and the one stop centers work together?

As the comprehensive one stop center partners meet to plan for technology services required to support center operations, the VITA team is available to assist with planning and to provide information to the one stop center partners about communications and information technologies. VITA can provide specific information about services available through VITA.

VITA and the one stop center partners work together through the process following this sequence of events:

- Introductory meeting
- Requirements gathering
- Solution development
- Cost estimate
- Statement of work
- Cost proposal
- Authorization to proceed
- Implementation
- Project completion/acceptance
- Billing

